

Committee on Foreign Affairs

January 6, 1964

STATE DEPARTMENT

The Secretary of State is the President's chief officer for the formulation and conduct of U.S. foreign policy.

The Policy Planning Council enters the picture at the level of policy formulation.

The Under Secretary of State for Political Affairs is supposed to have the responsibility - among other things -- for providing advice and direction in psychological strategy matters which bear on foreign policy.

I. Aims and Objectives

1. What are the aims and objectives of the governmental effort in the field of foreign audience persuasion and propaganda?
2. Why is there so much emphasis on "image projection" -- i.e., exposure of foreign target audiences to U.S. ideals and way of life -- rather than on persuasion?
3. How are the objectives of these programs determined -- and adjusted to changing conditions and requirements? Who determines them? Do they cut across departmental lines?

Take, for instance, Cultural Presentations. What is the goal of this program? To display the excellence of our achievements in the arts -- to entertain foreign audiences -- or simply to project a mishmash of "Americana" abroad? Does this program have an objective in itself -- or does it exist simply to be used, as necessary, to achieve particular foreign policy objectives in particular areas?

II. Policy Formulation

1. Is the policy for the governmental effort in the field of persuasion and propaganda formulated in any one particular office? Which office? Is there one person in the government who is assigned primary responsibility for policy and planning in this effort -- responsibility which cuts across departmental lines?
2. What is the role of the Under Secretary for Political Affairs -- is he that person? To what extent does he concern himself with this

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task? How much time does he devote to it? Is the time available to him sufficient to do a thorough job?

3. What is the role of the Policy Planning Council?
4. Are all of the non-military, non-economic programs taken into account in the formulation of policy and plans? E.g., exchanges of persons, cultural presentations, information programs, training of foreign nationals, etc.?
5. What were the recommendations in this field of the Special Committee reportedly set up in 1961 by the National Security Council -- committee to draft a program for waging psychological and political warfare, of which Under Secretary U. Alexis Johnson was a member?

III. Policy Implementation

1. How are policy decisions transmitted to other government departments and agencies?
2. What system exists for checking the extent to which they are implemented by the various departments?
3. Who is the principal boss in this field? The Under Secretary of State for Political Affairs? Or the Director of the USIA? Or nobody?
4. What authority does the Under Secretary exercise in this field? Can he countermand orders of department and agency heads? Can he tell them what to do? Does he need more authority?
5. What means does the Under Secretary have for discharging his responsibilities in this field? Who does the work for him -- the State Department or the USIA?
6. Should the USIA be given overall responsibility for planning and execution of policy across departmental lines in this effort? Should the USIA be brought back into the State Department?
7. Should the Department be reorganized to consolidate in a single bureau or division, headed by an Under Secretary, exchange, information and related activities presently divided between the State Department, AID and the USIA?
8. What machinery exists for cooperating with private efforts which have or could have - a direct bearing on foreign policy implementation? Is this machinery adequate? Isn't the government getting into this field rather belatedly? Why? Is there one office in the government which at least keeps track of all such private activities?